

# PEER COACHING TO COUNTERACT ORGANIZATIONAL SILENCE AND FOSTER A CULTURE OF DIALOGUE

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# Educational Objectives

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After attending this session, attendees will be able to:

- Identify the impact of organizational silence as well as practices that support dialogue around challenging issues
- Describe a framework for coaching others to have difficult conversations
- Apply the coaching framework in one's own practice/situation

# Outline

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- Introduction
- Practices that support dialogue
  - Appreciative inquiry (personal reflection and small group discussion)
- Framework for coaching conversations
  - Practice and peer coaching
- Organizational structures that support dialogue
  - Reflection and individual action plans



# Impact of Organizational Silence

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- Silence limits flow of critical information for organizational learning and performance
  - Failure to learn from mistakes
  - Suppresses differences of opinion
  - Prevents holistic approach to problem solving
  - Sources of innovation are ignored
  - Change is stifled



# Personal Reflection and Small Group Discussion

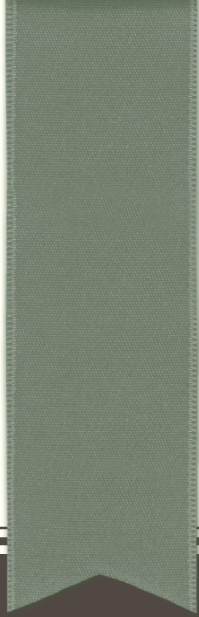
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- *Think of a time when you felt safe, comfortable, and confident in raising an issue that was challenging:*

**What was it about the climate, relationship, organizational structure, and/or yourself that enabled you to have that conversation?**

# Report Out

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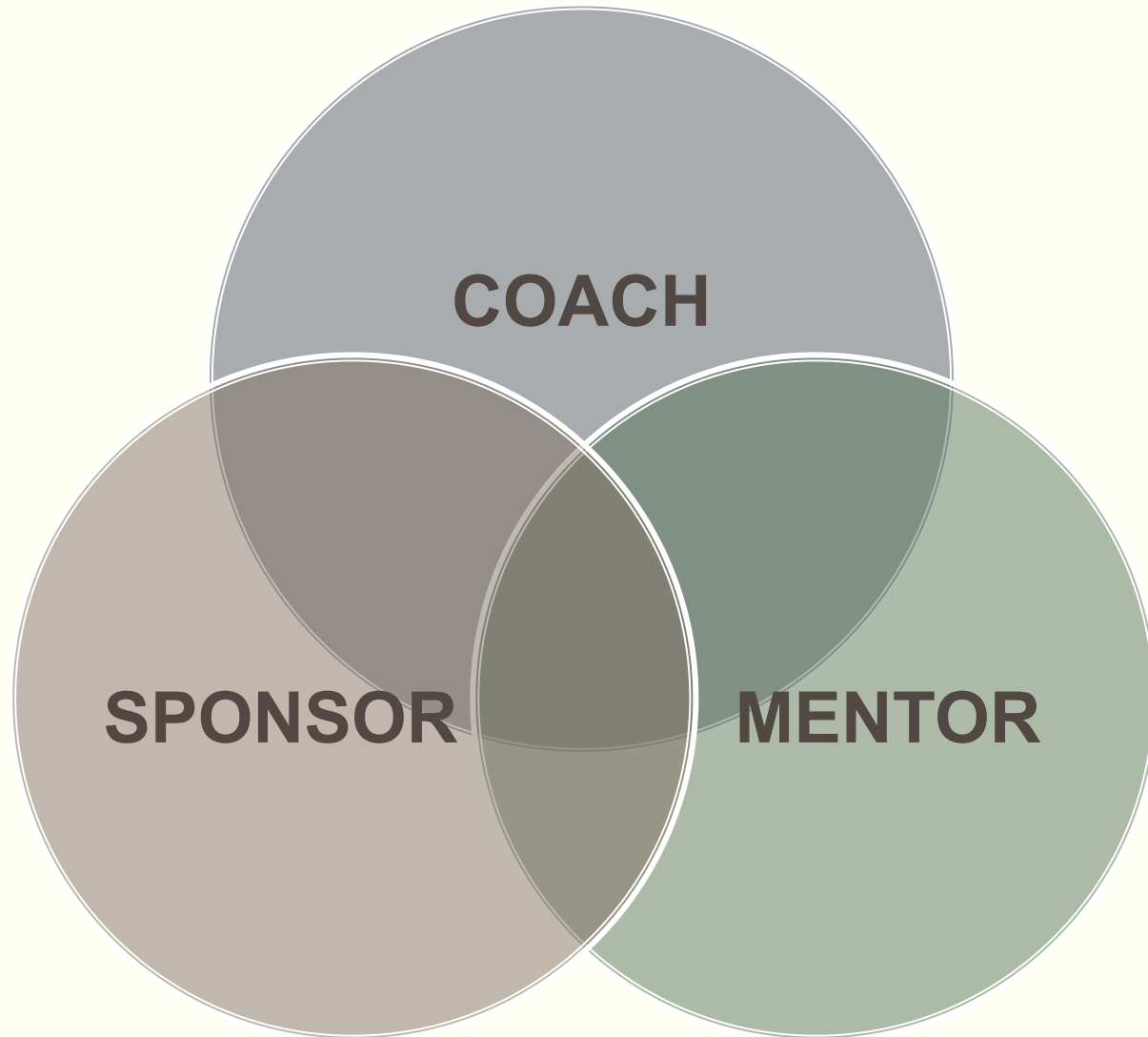


# FRAMEWORK FOR COACHING OTHERS TO HOLD DIFFICULT CONVERSATIONS



# Coaching vs. Mentoring vs. Sponsorship

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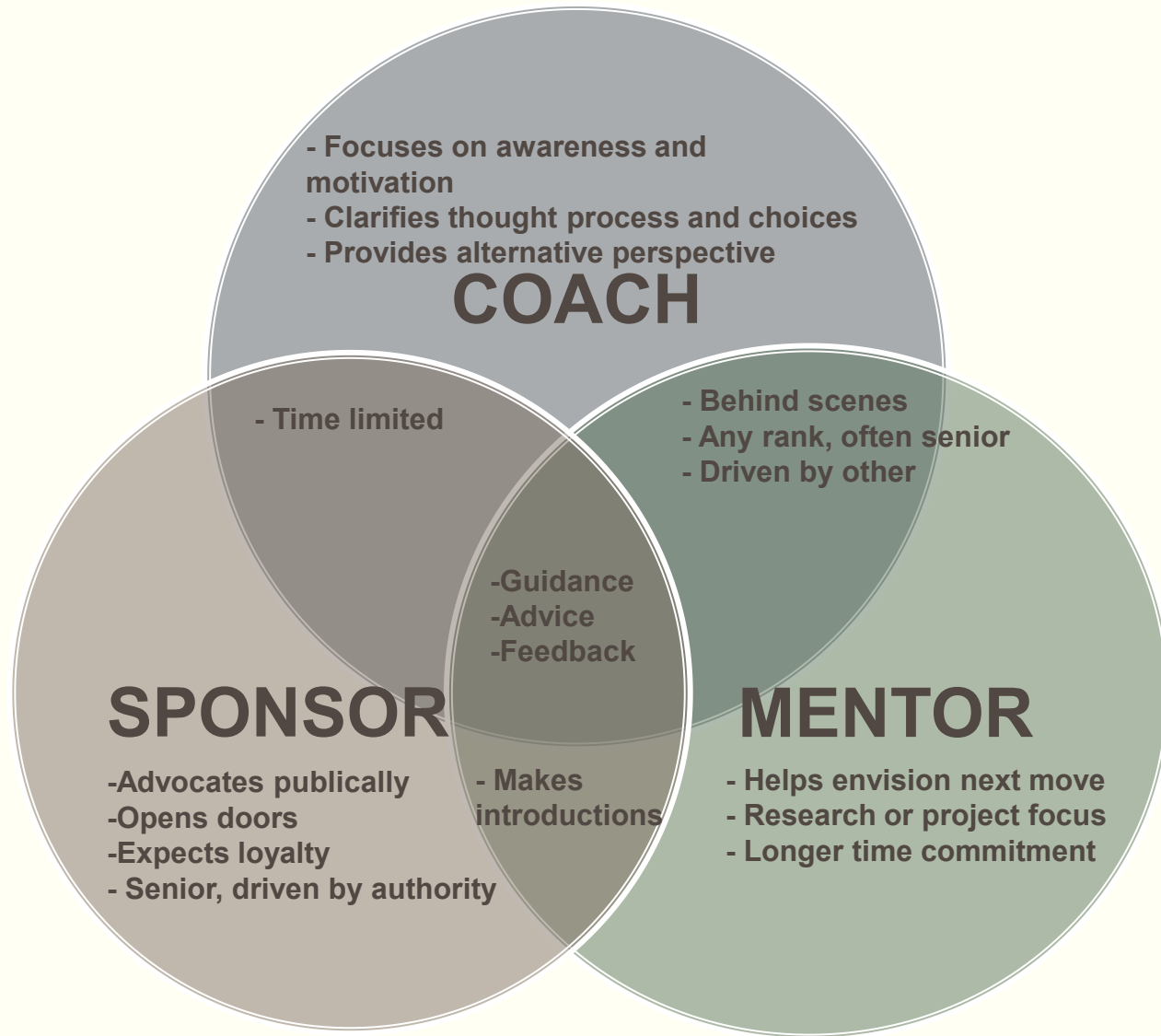






# Coaching vs. Mentoring vs. Sponsorship

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# Coaching Conversations Focus on the Other Person

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- Coaches should adopt an attitude of curiosity
- Coaching looks at the present... But the focus is ***future-oriented***



# The Purpose of Coaching: To Promote Growth and Possibly...Change

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- A coach can increase the other's self-awareness and self-trust to enable them to use own strengths
- Coaches should:
  - Use inquiry to explore motivation, goals, self- and relational awareness
  - Rely on other's ability to generate own approach centered on core values and sense of purpose
  - Help other clarify thought process and find their voice



# Prompt Reflection to Uncover Attitudes and Assumptions Holding the Other Back

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- Coaches help others explore **WHY** something may be happening and **WHY** it is important to act
  - Why is this issue important to you?
  - What is most concerning?
  - What do you think led to/is driving the behavior you observed?
  - What information or data is available/relevant?



# Coaches Provide Another Perspective

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- Alternate ways to see the situation/illuminate blind spots
- Challenge the other by helping them see:
  - That they have a responsibility to act
  - That there is value in taking action
  - That something can be done and it will make a difference

# Coaches Help Their Colleague See Potential Challenges

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- Help the other conduct a risk/benefit analysis
  - What do you believe/fear may happen to your relationship as a result of this conversation?
  - Is there anything that makes raising this issue feel unsafe?
  - Is there a cost of not speaking up?

# Coaches Should Not Give the Answer

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- Help the other envision the conversation
  - When is the right time to address the issue?
  - Is there one part of the issue that you want to focus on?
  - How much time will you need for this conversation?
  - How might you follow up?
  - Emphasize the importance of neutral language

# Coaches Should Not Give the Answer

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- Help the other anticipate and prepare for what might happen
  - If you were in the other person's shoes, how might you respond?
  - What is the worst thing that could happen? What will you do if they respond that way?
  - What are your typical emotional triggers in conflict situations? How might you prepare for that?





# Coaches Provide Expertise and Resources to Build the Other's Capabilities

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- Role model/teach techniques, provide resources about **HOW** to approach difficult conversations
- Allow the other to practice and provide feedback
- Model skills of active listening and inquiry during coaching conversation
  - Spend more time listening than talking
  - Paraphrase what is being said
  - Ask powerful questions

# Coaches Should Follow Up

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- Coaches should explore the other's assessment of the difficult conversation and offer observations/feedback as appropriate
  - What did you learn about the other person's perspective during the conversation?



# Coaching Practice

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- At each table, count off 1-2-3
  - 1=Coach
  - 2=Coachee
  - 3=Observer
- Pick up the respective handout for your role

# Coaching Practice

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- Read your role (1 minute)
- Coach and Coachee have conversation (5-8 minutes)
- Observer offers feedback (5 minutes)
- Large group debrief (5 min)

# Rules for Feedback

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- Offer specific, behavioral observations of what you saw, heard or felt
- Ask questions- “I’m curious, when you did X, what was your intention?”
- Hold suggestions for last
- Don’t “should” on the coach

# Large Group Debrief

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# Reflection and Individual Action Plan

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## START

- What new steps might you take or explore?

## STOP

- What is not working well that should be stopped or changed?

## CONTINUE

- What is working well that should continue?



# Wrap Up

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